

## Examining the effective factors of digital transformation in the process of teamwork development

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### Abstract

**Purpose:** this study has been conducted with the aim of understanding the phenomenon of evading teamwork with a phenomenological approach in the General Department of Cooperation, Labor and Social Welfare of Fars Province.

**Method:** The research method of the present study was conducted with qualitative analysis of hermeneutic phenomenology. In order to collect the data, an interview protocol was prepared. The statistical population included 11 eligible experts who were selected using the purposeful and non-probability sampling method, and in-depth and semi-structured interviews were given to them. Qualitative analysis of phenomenology has been used to identify the main and sub-categories of the research. MAXQDA software was used for qualitative analysis.

**Findings:** The findings showed that 39 sub-categories were identified by examining and categorizing the descriptive codes obtained from the interview texts, according to the seven-step process of Claysey and according to their semantic similarity and affinity, they have been categorized into 7 main concepts including: inadequacy of the

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educational system, negative personality traits, weak communication and interactions, inappropriate organizational structure, insufficient knowledge and awareness of employees, lack of budget and financial resources, and negative cultural beliefs. Holsti coefficient was used for the final validation, reliability, transferability and verifiability of the data. The value of PAO in the present study was 0.712, which is greater than 0.7, and the data was confirmed. The results show that the categories of inadequacy of the educational system, personality traits, poor communication and interactions, inappropriate organizational structure, insufficient knowledge and awareness of employees, lack of budget and financial resources, and negative cultural beliefs have a direct impact on teamwork.

**Conclusion:** Finally, practical suggestions were presented to the managers of the General Department of Cooperation, Labor and Social Welfare of Fars province to overcome the challenges and problems of teamwork evasion.

**Keywords:** Teamwork, Digital transformation, Evading teamwork, Phenomenology, Hermeneutics.

## **Introduction**

Today, one of the problems that organizations are confronted with is human resources and the inability of the organization to make the best use of the employees. This has caused a decrease in the organization's productivity and inability to compete in the national and international arenas. A lot of / some researches have shown that teamwork increases organizational performance (Mahenthiran, 2021; Oktapia and et al., 2022; Pazos and et al., 2022; Phuong & Huy, 2022; Altuntas and et al., 2022; Salcinovic and et al. , 2022) and plays a key role in increasing the performance of the organization's people (Luo and et al., 2021). The noticeable effect of the teamwork culture is so important that a group of management scientists consider it necessary to achieve a sustainable competitive advantage in today's competitive world, and some believe that neither financial affairs nor strategy is our competitive advantages, which ultimately leads to a competitive advantage, because it has the necessary power and is rare. In a way, it can be said that if all the employees of an organization are mobilized towards a common goal, in every field, every market and against every competitor and at any time, their efforts will be fruitful (Danaei and et al., 2016).

The ability to work in teams is a very valuable skill in modern work environments (Sreehari, 2021) Effective teams can have better results than individuals working alone (Butterfield, 2018) Developing teamwork on creating a culture of positive interactions (Fuchshuber & Greif, 2022) has a significant effect on the employees of an organization (Bourgault & Goforth, 2021) In today's changing conditions, organizations have to adapt themselves to turbulent and changing environmental conditions in order to maintain their competitive power and look for a paradigm to respond to these changes. one of the capabilities required for the achievement of competitiveness is the development of working groups (Trent, 2016).

Despite the acknowledgment of the importance of teamwork by organizational thinkers and researchers, the results of the research show the fact that some organizations have failed to develop teamwork, or at least the formation of a team has not met their main needs (Rajbzadeh and Alizadeh Sani, 2009). In fact, one of the most important issues in the country is the inability of people to work together with a proper format and structure. Indeed, why do some people with many a strong point or merit, weaken and get entangled in

strands of animosity and spite when the need for cooperation and interaction to achieve common goals is felt more than ever? (Poursadegh, 2012). One of them is unwillingness to cooperate collectively. This issue has ups and downs depending on the culture of different countries and cultural differences between them (Ntalakos and et al., 2022).

Researches have shown that in European countries, jealousy, pride, the idea of losing power, the fear of threatening the professional position and the inability to communicate and cooperate effectively with others due to the inappropriate attitude and lack of knowledge about the work group process are among the factors affecting the attitude of people towards group work. Of course, paying attention to the factors affecting teamwork is important for the issue of evading teamwork because the desire for teamwork and evading teamwork are two sides of the same coin. And by pondering and reflecting on teamwork we can learn more about its ambivalent nature (Mohammed Bormi, 2015).

In Iran, according to a small number of researches, factors such as personal differences and weak intra-group communication and misconceptions about asking for help, lack of sufficient awareness of the working group process, exist (Mohammed Bormi, 2015).

Understanding the phenomenon of teamwork evasion is very important and managers need a detailed knowledge of this phenomenon in order to face this situation, and according to the researcher's search for knowledge of this phenomenon, few researches have been done in Iran and even those researches have been quantitative and no research with the phenomenological approach has been done on this phenomenon. In this way, the current research has specifically sought to explore the circumstantial ground-breaking factors which contribute to engendering unwillingness to cooperate and evading teamwork; But since the local conditions and the plurality of real-life experiences of the members of various organizations can play a role in their perception and understanding of this behavioral phenomenon as well as the situational/circumstantial antecedents that are effective in it, the current research has tried to find effective situational/circumstantial factors in each to identify and present one of the behaviors of evading teamwork and unwillingness to cooperate from the perspective of senior managers (General Department of Cooperative, Labor and Social Welfare of Fars Province). In other

words, the main problem of this research is what is the understanding of teamwork in the General Department of Cooperation, Labor and Social Welfare of Fars Province? What are the effective situational/circumstantial factors in each of the behaviors of running away from teamwork and unwillingness to cooperate from the perspective of senior managers (General Directorate of Cooperatives, Labor and Social Welfare of Fars Province)?

### **Review literature**

Today's organizations pay more attention to competition and efforts to survive and gain more market share, which has prompted management science researchers to focus on working groups in order to increase the effectiveness and efficiency of activities. Focusing on and paying attention to the efficiency and effectiveness of working groups requires strengthening the basic principles of teamwork and recognizing its obstacles and pests, because the way of interaction and the role of each member as a booster or obstacle is a decisive element. The remarkable effect of culture and teamwork is so tremendous that It is important that a group of management science experts consider it necessary to achieve a sustainable competitive advantage in the competitive environment of today's world, and some believe that neither financial affairs nor strategy is a sustainable competitive advantage, and only teamwork can ultimately create an advantage. It becomes competitive because it has the required power and It is also scarce. As it can be said that if all the employees of an organization are mobilized towards a common goal, success will be the result of their efforts in any field and in any market and against any competitor and at any time. (Aghadavoud, 2015).

There are many reasons why teamwork should be institutionalized in your organization. Although during the early stages of team development, problems are likely to crop up, after a certain time doing all the work and services will improve and the organization will make significant progress. The teamwork culture in Iran has involved many problems in the past. Many Iranian experts believe that one of the reasons why Iranian organizations are not progressing much is the lack of teamwork culture among Iran's employees and managers. Of course, it should be kept in mind that in recent years, some large organizations have been able to create this culture among their business employees. In this section, the factors affecting the formation

of working groups and their effectiveness are discussed. (Aghadavoud, 2015).

The literature review shows that team culture has an effective role in the functioning and continuation of the activities of working groups. Poghosyan and et al. (2017) point out that team culture affects almost all dimensions of the team's human resources (Poghosyan and et al., 2017). Also, the organizational culture determines the values and norms of working groups and therefore plays an effective role in determining the team's identity (Karimi and et al., 2018). The importance of culture in teamwork has also been mentioned in various researches. For example, Rahimi and et al. (2017) found that ethical culture has a positive and significant effect on trust in teamwork through ethical behavior. Tohidi Sadr (2015) also introduced culture as an important factor in the performance of working groups, along with other components.

In the same way, Salas and et al. (2019) also pointed out the high importance of teamwork culture in examining the dynamics of teamwork (Salas and et al., 2019).

In addition, it has been determined that leadership style also has an effective role in the formation and performance of working groups. Ford (2016) believes that the team leader in teamwork must have various personality traits so that team members are encouraged to follow him (Ford, 2016). Salas and et al. (2019) have introduced the collaborative leadership style as one of the main pillars of work teams (Salas and et al., 2019). Zhang et al. (2019) also found in a field study that there is a significant relationship between transformational leadership and the performance of working groups (Zhang et al., 2019).

In the same way, Malekpour and et al. (2017) have pointed out the importance of competent leadership in the study of the teamwork of non-governmental organizations. These cases indicate the important role of leadership style in the success of working groups.

Another factor that is considered as one of the components of teamwork is the personality characteristics of people. Teams are often composed of people with different personalities and traits, and usually the expertise of these people is also different. Weller and et al. (2014) point out that creating coordination and achieving an optimal combination of people can certainly lead to high team performance (Weller and et al., 2014). In another study conducted by Droodi and et

al. (2018), these researchers also pointed out the importance of personality diversity as a key element in the success of working groups. Tawhidi Sadr (2015) introduced the individual abilities of the members as one of the factors that determine the performance of working groups. D'Angelo and et al. (2019), also identified the conscientiousness of individuals (as a personality trait) as one of the important components in determining teamwork performance (D'Angelo and et al., 2019). Team structure, like organizational structure, is an important factor in the formation of working groups and their success. A team finds meaning in an organizational context. When the efforts for organizational development remain fruitless, the reason can be found in the principle that everything that happens in an organization has meaning within the context and system of the same organization (Aghadavoud, 2015). The results of various studies also indicate that team structure has an effective role in the performance of working groups. Mousavikia and et al. (2016) in a study entitled "Conceptualization of Work Teams and Factors Affecting Team Performance", have pointed out the importance of non-hierarchical structure as a prerequisite for the performance of working groups.

Tohidi Sadr (2015) also observed a positive relationship between team structure and teamwork performance. In the model presented by Khairandish and et al. (2014), organizational platform is also introduced as one of the components influencing the performance of working groups.

Goal-setting and goal-orientation are also other categories that have been raised in relation to working groups. Targeting is a set of quantitative and qualitative variables, with the help of which different dimensions of the organization are described (Salman Pour, 2014). Drexel and et al. (2018) point out that no manager will be able to follow and see the team's performance and estimate its impact without explaining these goals. Having one or more clear goals is very important for any team (Driskell and et al., 2018). In the same way, Malekpour and et al. (2017) introduced having specific goals as an important factor in the success of working groups. Khairandish and et al. (2014) also state that team goals increase the effectiveness of teamwork. Marzi and et al. (2020), also reported that the precise determination of goals is one of the most important prerequisites for continuing activity and improving team performance (Murzi and et al., 2020).

Other factors affecting working groups include intra-group communication and interactions. Effective communication plays an important role in team building and obtaining the best results from team members and can reduce the possibility of disputes among team members (Moradpour and et al., 2016). Saadati (2015) refers to the fact that the existence of effective relations within the group has a significant effect on the stability and coherence of teamwork activities. Malekpour and et al. (2017) have introduced intra-group coordination and communication as a key factor in the success of working groups. Muradpour and et al. (2016) also pointed out the importance of interpersonal relationships as a factor in maintaining teamwork. Murzi and et al. (2020) showed that intragroup interactions are a key component for the performance of large working groups. In D'Angelo and et al.'s (2018) model, relationships and interactions between group members are emphasized as one of the most important factors determining the continuity and effective performance of working groups. Also, many researchers have pointed to knowledge sharing as one of the components of teamwork effectiveness. Pournaseh and et al. (2012) state that employees who do not have the required knowledge about solving a specific problem can communicate with other members of the team who have similar experience in this regard and thus acquire sufficient knowledge. Jamshed and et al. (2019) also reported a significant relationship between knowledge sharing and teamwork performance. Similarly, Zhang and et al. (2019) also showed that knowledge sharing plays a mediating role in the relationship between leadership style and work team performance. In general, based on the results reported by different researchers, it can be concluded that knowledge sharing is an important factor in teamwork.

Also, empowerment is considered as an important component in the performance of working groups. Kurdnaji and et al. (2014) introduced empowerment as the main factor of creativity and increasing the effectiveness of employees. According to Kim and Fernandez (2017), the growth of the organization depends on empowering the employees. Jiang and DeHart (2022) emphasized the positive impact of empowerment on creativity and innovation and stated that through empowerment, positive interactions can be created among people. Empowering employees is the most central effort of managers in innovation, decentralization and elimination of



bureaucracy in organizations. Salas and et al. (2019) showed that employee empowerment has a positive and significant relationship with the performance of these working groups. Ma'air and et al. (2007) also came to the conclusion that the freedom of action of employees in teamwork ultimately provides the possibility of growth and profiting through self-management. (Bani-Hani and et al. (2018) also showed that when employees have more discretion and freedom of action in choosing other team members, they perform better.

### Methodology

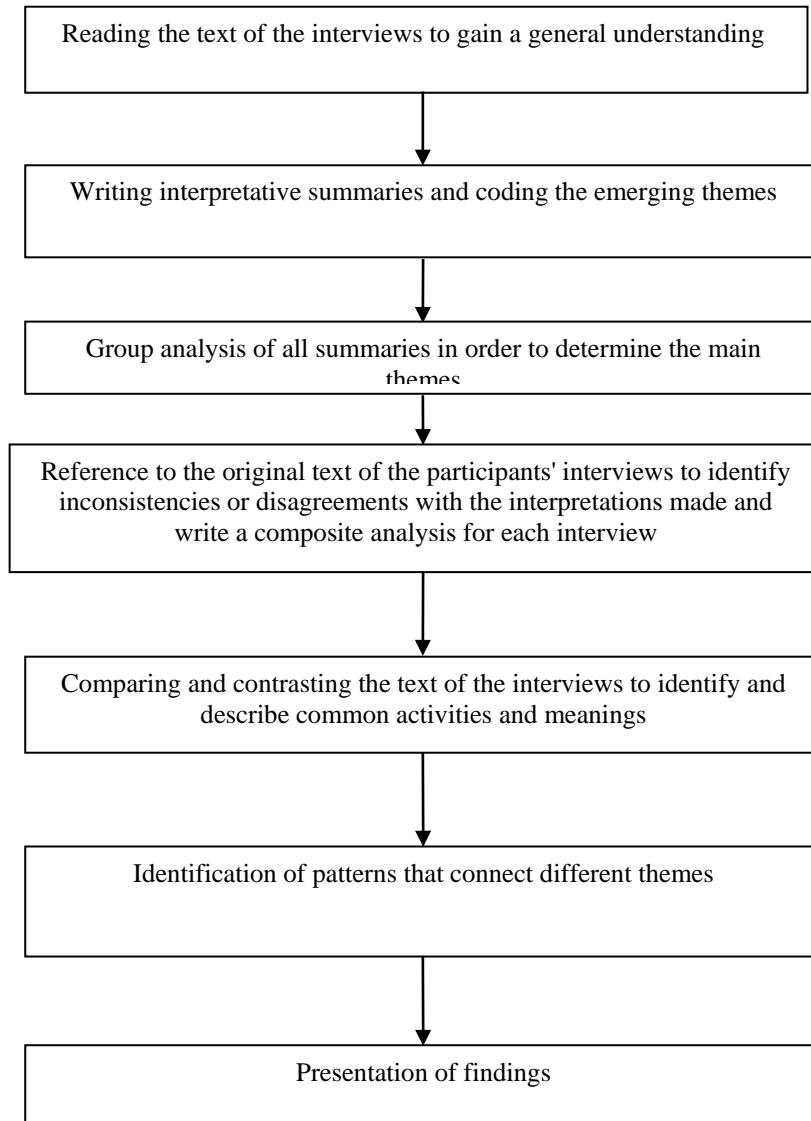
According to the purpose of the research, which is to understand the dimensions of the phenomenon of evading teamwork based on the real-life experiences of experts, the present research is practical and has been carried out with a qualitative approach and interpretive phenomenology (hermeneutic) method, that is, the study of real-life experiences. The statistical population included the senior managers of the General Department of Cooperation, Labor and Social Welfare of Fars province with at least ten years of work experience and familiar with the concepts of teamwork, and there were also staff who had had co-workers for years and were willing to cooperate. The tool for collecting information in the qualitative section is a semi-structured interview with experts whose demographic characteristics are shown in Table 1. Since the goal in selecting participants in phenomenological research is to select participants who have real-life experience of the phenomenon under study and are willing to talk about their experiences, and considering that the participants should be as different as possible from each other in order to achieve rich narratives uniquely associated with a specific experience, purposeful sampling method was used. Sampling and interviews continued until the categories reached theoretical saturation.

**Table 1. Demographic characteristics of experts**

Interviewee code	Gender	Age	Education	Work Experience
1	Male	59	Doctorate	12
2	Male	35	Master's degree	6
3	Female	43	Master's degree	8
4	Male	38	Doctorate	6
5	Female	38	Master's degree	7
6	Male	48	Doctorate	12

<b>Interviewee code</b>	<b>Gender</b>	<b>Age</b>	<b>Education</b>	<b>Work Experience</b>
7	Male	45	Doctorate	13
8	Male	44	Master's degree	9
9	Male	58	Master's degree	11
10	Female	38	Master's degree	7
11	Male	48	Master's degree	8

Data was analyzed thematically with Dickelman and Klaizey approach using Maxqda software. This approach has seven steps as shown in Figure 2:



**Figure 2. The seven-step process of Dickelman and Klaizey**

### **Findings**

The seven stages of Claysey were conducted in parallel with the interviews. At the first stage, in order to empathize with the participants and also to understand the texts better, the interviews were conducted, transcribed and read several times. The output of these interviews was placed in the maxqda software. At the second

step, 85 important phrases and sentences related to people's experience with the phenomenon were extracted from the transcribed texts. Then, these concepts were evaluated several times and at the third stage, the meanings and explanations of important phrases were formulated. The following table contains the topics and concepts related to it<sup>1</sup>.

**Table 1. Common understanding of specific categories**

Codes	Concepts	Sub themes
M <sub>1,1</sub>	Lack of sufficient training to solve the problems of the organization's employees	Failure to teach problem solving skills
M <sub>5,2</sub>	Failure to teach problem solving in critical situations	
M <sub>5,3</sub>	Lack of educational support	
M <sub>5,4</sub>	Lack of monitoring of employee behavior	Failure to control and resolve disputes between members
M <sub>5,5</sub>	Failure to resolve disputes between members	
M <sub>7,6</sub>	Lack of support for ideating employees	Failure to encourage employees to be innovative and creative
M <sub>7,7</sub>	Failure to encourage employees to innovate	
M <sub>7,8</sub>	Failure to identify the talents of employees in the organization	
M <sub>1,9</sub>	The staff not benefiting from education or training courses	Defects in public education
M <sub>1,10</sub>	Lack of sufficient training to solve the problems in the organization	
M <sub>1,11</sub>	The lack of a specific procedure as to formulate the educational/didactic syllabi	Lack of codified and systematic training courses
M <sub>1,12</sub>	Managers' lack of attention to holding necessary training courses	
M <sub>6,13</sub>	Employees not benefiting from the in-service courses	Lack of in-service courses
M <sub>6,14</sub>	Lack of comprehensive program for in-service courses	
M <sub>6,15</sub>	New self-confidence in employees	Variable self-confidence and self-esteem in people
M <sub>6,16</sub>	Variable self-esteem in people	
M <sub>3,17</sub>	Lack of honesty in the organization	Lack of honesty and openness of employees
M <sub>3,18</sub>	The lack of openness of employees in dealing with each other	

1. It should be mentioned that in order to preserve the information of the participants in the current research interview, each of the interviewees is displayed with MIX code. The letter M indicates the interview, the letter I indicates the interview number, and the letter X indicates the initial code number extracted from the interview text, for example, M3, 4 indicates interviewee number 3 and code number 4 of this interview.

Codes	Concepts	Sub themes
M <sub>2</sub> ,19	Failure to respect the boundaries of the relationship in the organization	Failure to observe the limits and red lines of communication
M <sub>2</sub> ,20	Violating each other's privacy	
M <sub>2</sub> ,21	Treading red lines of communication	
M <sub>2</sub> ,22	Lack of readiness to solve problems together	Lack of readiness to solve problems together without blaming others
M <sub>2</sub> ,23	Blaming each other when faced with problems	
M <sub>2</sub> ,24	The introversion of some employees	Introversion and extroversion of employees
M <sub>2</sub> ,25	The extroversion of some employees	
M <sub>1</sub> ,26	Failure to pay attention to managers' orders	Lack of effective listening skills
M <sub>1</sub> ,27	The low tolerance threshold for listening to the colleagues	
M <sub>1</sub> ,28	Not paying attention to what others say	
M <sub>3</sub> ,29	Lack of clear boundaries for communication among employees	Lack of clear communication boundaries
M <sub>3</sub> ,30	Not paying attention to communication limits	
M <sub>3</sub> ,31	Clarification of differences between members	Disagreement among employees
M <sub>3</sub> ,32	Failure to solve employee problems	
M <sub>5</sub> ,33	Discrete and uncoordinated communication between employees	Communication breakdown
M <sub>5</sub> ,34	Unwillingness of employees to communicate	
M <sub>7</sub> ,35	Individualism of employees	Individualism and lack of interest in communicating with others
M <sub>7</sub> ,36	Lack of interest in communicating with others	
M <sub>7</sub> ,37	The formation of an unfriendly atmosphere in the organization	Lack of friendly and intimate atmosphere in the organization
M <sub>7</sub> ,38	Lack of organizational commitment	Reduction of organizational commitment and attachment in employees
M <sub>7</sub> ,39	Reducing organizational attachment in employees	
M <sub>9</sub> ,40	Lack of order in the organization	Lack of order and time management in the organization
M <sub>9</sub> ,41	Lack of adequate time management in the organization	
M <sub>9</sub> ,42	Incorrect targeting of the organization	Improper targeting and planning
M <sub>9</sub> ,43	Lack of proper planning in the organization	
M <sub>11</sub> ,44	Failure to report members' performance in a documented manner	Weakness in documentation and feedback
M <sub>11</sub> ,45	Lack of feedback from performance appraisals	
M <sub>11</sub> ,46	Disorder in the organization	Existence of violation in organization
M <sub>11</sub> ,47	Weakness in organizing employees and different departments of the organization	

Codes	Concepts	Sub themes
M <sub>10,48</sub>	Lack of opinion from employees in the organization	Non-participation of employees in decision-making
M <sub>10,49</sub>	Lack of employee participation in micro and macro decisions of the organization	
M <sub>6,50</sub>	Lack of experience of employees	Lack of experience in communicating with other members
M <sub>6,51</sub>	Lack of experience in communicating with other members	
M <sub>6,52</sub>	Lack of understanding teamwork	Lack of recognition of the benefits of teamwork
M <sub>6,53</sub>	Managers failure to explain the benefits of teamwork to employees	
M <sub>9,54</sub>	lack of variability in staff procedures	Employee resistance due to lack of knowledge
M <sub>9,55</sub>	The resistance of employees in accepting teamwork	
M <sub>9,56</sub>	Lack of trust among organization members	Weakness of trust and credibility
M <sub>9,57</sub>	Lack of sufficient credibility among employees	
M <sub>9,58</sub>	Lack of establishment of knowledge management in the organization	Lack of necessary knowledge to provide teamwork
M <sub>9,59</sub>	Lack of knowledge sharing in teamwork	
M <sub>11,60</sub>	Failure to explain social responsibility to organization members	Lack of awareness of one's social responsibility
M <sub>11,61</sub>	People's ignorance of the benefits of carrying out social responsibility	
M <sub>11,62</sub>	Failure to inform employees about the mandatory rules of the organization	Lack of complete familiarity with organizational rules and regulations
M <sub>11,63</sub>	Failure to fully comply with organizational regulations	
M <sub>4,64</sub>	Lack of complete authority in the organization	Insufficient authority and budget of the organization
M <sub>4,65</sub>	Failure to allocate sufficient funds to the organization	
M <sub>4,66</sub>	Lack of full insurance definition for all members of the organization	Lack of sufficient insurance coverage
M <sub>4,67</sub>	Dissatisfaction of employees with job insurance	
M <sub>4,68</sub>	Giving no rewards to employees	Not giving financial and moral rewards to employees
M <sub>4,69</sub>	Not giving moral rewards to employees	
M <sub>4,70</sub>	Lack of adequate salary and benefits	Failure to allocate costs to equipment and technological facilities for the organization
M <sub>10,71</sub>	Failure to allocate costs to the organization's equipment	
M <sub>10,72</sub>	Not allocating costs to technological facilities	Negative attitude towards teamwork
M <sub>10,73</sub>	Not having the correct insight of employees into teamwork	
M <sub>10,74</sub>	Failure to resolve issues related to teamwork for employees	A sense of conflict of interest
M <sub>10,75</sub>	Inappropriate feeling of employees towards work	

Codes	Concepts	Sub themes
M <sub>10,76</sub>	Feeling of losing your rights in the organization	
M <sub>8,77</sub>	Inflexibility of employees	Lack of flexibility to changes
M <sub>8,78</sub>	Failure to accept environmental challenges	
M <sub>8,79</sub>	Inability to overcome environmental problems	
M <sub>8,80</sub>	No change in your norms	Not changing individual norms and values
M <sub>8,81</sub>	No change in individual values	
M <sub>8,82</sub>	Failure to establish a suitable organizational culture	Lack of instructive organizational culture
M <sub>8,83</sub>	Managers' lack of attention to foster teamwork	
M <sub>8,84</sub>	Lack of participation of members in creating a culture that fits the needs of the organization	

At the fourth stage, the descriptions of the interviewees were arranged and conceptualized jointly in specific categories. That is, sub-themes were placed in the form of main themes and seven main themes were extracted. The main themes were: the inadequacy of the educational system; negative personality traits; poor communication and interactions; inappropriate organizational structure; insufficient knowledge and awareness of employees; lack of budget and financial resources; negative cultural beliefs.

- At the fifth stage, in order to form separate theme structures, all extracted themes were presented in the form of a comprehensive description and theme clusters were merged together. In this way, the general structure of the desired phenomenon emerged. Finally, the main and sub-themes of the research, including 7 main categories and 39 sub-categories, are presented in the form of the following table:

**Table 2. Main and sub-topics of the research**

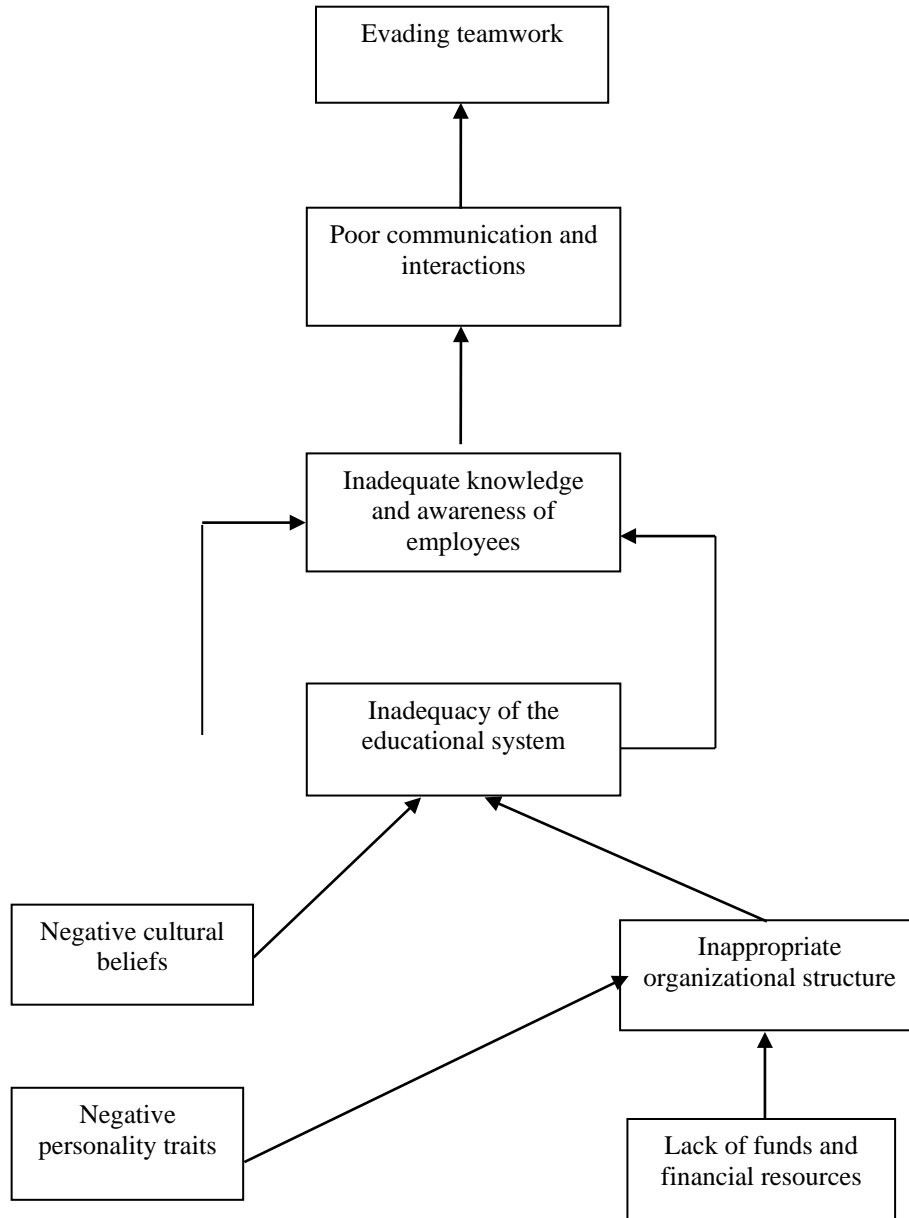
Row	Sub themes	Main themes
1	Failure to teach problem solving skills	Inadequacy of the educational system
2	Failure to control and resolve disputes among members	
3	Failure to encourage employees to be innovative and creative	
4	Defects in public education	
5	Non-codified and systematic training courses	
6	Lack of holding in-service courses	

Row	Sub themes	Main themes
7	Variable self-confidence and self-esteem in people	Negative personality traits
8	Lack of honesty and openness of employees	
9	Failure to observe the limits and red lines of communication	
10	Lack of readiness to solve problems together without blaming others	
11	Introversion and extroversion of employees	
12	Lack of effective listening skills	
13	Lack of clear boundaries of communication	Poor communication and interactions
14	Disagreement among employees	
15	Communication breakdown	
16	Individualism and lack of interest in communicating with others	
17	Lack of friendly and intimate atmosphere in the organization	
18	Reduction of organizational commitment and attachment in employees	Inappropriate organizational structure
19	Lack of order and time management in the organization	
20	Improper targeting and planning	
21	Weakness in documentation and feedback	
22	Existence of violation in organization	
23	Non-participation of employees in decision-making	
24	Lack of experience in communicating with other members	Inadequate knowledge and awareness of employees
25	Lack of acknowledgement of the benefits of teamwork	
26	Employee resistance due to lack of knowledge	
27	Weakness of trust and credibility	
28	Lack of necessary knowledge to provide teamwork	
29	Lack of awareness of one's social responsibility	
30	Lack of complete familiarity with organizational rules and regulations	
31	Insufficient authority and budget of the organization	Lack of funds and financial resources
32	Lack of adequate insurance coverage	
33	Not giving bonuses and moral rewards to employees	
34	Failure to allocate costs to equipment and technological facilities for the organization	



Row	Sub themes	Main themes
35	Negative attitude towards teamwork	Negative cultural beliefs
36	Sense of conflict of interest	
37	Lack of flexibility to changes	
38	Not changing individual norms and values	
39	Lack of instructive organizational culture	

-At the sixth stage, the findings were reduced, that is the superfluous, inappropriate and exaggerated descriptions were removed. In this context, with the aim of clarifying the relationships between the clusters of main themes and the themes extracted from them, corrections were also made. Among the mentioned reforms, it is possible to point out the removal of some ambiguous and bilateral structures that weakened the comprehensive description. The researcher found the relationships between these categories from the descriptions that were given in the interviews and the coding that was done, and the relationships between the categories were seen as follows :



**Figure 2. Causal relationships between the themes of the phenomenon of evading teamwork**

- Finally, at the seventh stage of final validation, the reliability, transferability and verifiability of the data were done. In the validation of the results, the findings were communicated to the participants and

they confirmed the accuracy of the results and their consistency with their own results. And for validation, these results were given to 5 experts who were willing to help us with validation, and the validity was confirmed. According to Creswell, credibility is related to how well an idea is developed and supported. He asks: Does the general structural description give an accurate picture of common features and structural connections? He continues to determine the validity of the phenomenological research, and reckons five questions may be put to the researcher (Creswell, 2012). The validity and reliability results of the qualitative analysis of the phenomenology of the current research are shown in Table 3:

**Table 3. Measuring validity and reliability in phenomenology (Creswell, 2012)**

Row	Validity and reliability assessment	Confirmation	Rejection
1	Has the interviewer influenced the content presented by the participants in such a way that their descriptions are not a true reflection of their experience?	<input checked="" type="checkbox"/>	-
2	Has the content of the interview been transcribed correctly and has it included the meaning of the entire interview?	<input checked="" type="checkbox"/>	-
3	In the analysis of the transcripts, can other results be traced and extracted than what the researcher has extracted and suggested?	<input checked="" type="checkbox"/>	-
4	Is it possible to go from a general structural description to the transcripts and get specific content and general examples from the participants' experiences (the reverse method)?	<input checked="" type="checkbox"/>	-
5	Is the structural description relevant to a particular situation? Or is it related to an experience in another situation?	<input checked="" type="checkbox"/>	-

Then, to measure the quality of the phenomenological method, the Creswell standard was used, the results of which are shown in Table 4:

**Table 4. Phenomenological quality measurement standard**

Row	Phenomenological quality measurement standard	Confirmation	Rejection
1	Has the researcher had an understanding of the philosophical principles of phenomenology?	☑	-
2	Does the researcher have a clear phenomenon to study? i.e a phenomenon that is structured in a precise way?	☑	-
3	Has the researcher used a coherent and systematic procedure in the analysis of phenomenological data?	☑	-
4	Has the researcher calculated the essence of the participants' experience? Does this essence include a description of the experience and content of what happened?	☑	-
5	Has the researcher been reflective throughout the study?	☑	-

The Holsti coefficient was used to evaluate the reliability of the qualitative part. For this purpose, the text of the interviews was coded by two coders. Then, the Percentage of Agreement Observation (PAO) was calculated:

$$PAO = \frac{2M}{N1 + N2} = \frac{14}{10 + 9} = 0.74$$

In the above formula, M is the number of common coding cases between two coders. N1 and N2 are numbers of all coded items by the first and second coder, respectively. The value of PAO is between zero (no agreement) and one (complete agreement) and if it is greater than 0.7, it is favorable (Dohdashti and Nabizadeh, 2018). The value of PAO in this study is 0.712, which is greater than 0.7, so the reliability of the qualitative part is favorable.

### **Discussion and conclusion**

In this research, after coding the texts of the interviews, by removing the synonymous and frequent criteria and finally by categorizing the final criteria, 7 main categories and 39 sub-categories were obtained. The main categories analyzed are: the inadequacy of the educational system, personality traits, weak communication and interactions,

inappropriate organizational structure, insufficient knowledge and awareness of employees, lack of budget and financial resources, and negative cultural beliefs. In the following, the main categories analyzed along with the relevant subcategories are presented :

### **1. Inadequacy of the educational system**

According to the participants in the research, one of the problems involved in evading teamwork is the inadequacy of the educational system. They considered issues such as the lack of training in problem solving skills and the lack of control and settlement of disputes between members to be important and worthy of consideration in this context. Considering the results of the interviews, it seems that non-functional differences and conflicts among employees originate from the lack of relevant or insufficient training. Awuor and et al. (2022) also emphasized the discussion of competence training and its effects on teamwork . Trainings related to competencies and skills will strengthen teamwork and the lack of related trainings will also lead to the weakening of teamwork. Also, the lack of encouraging employees to innovate and be creative is considered as one of the hindering factors in teamwork. Innovation and creativity are rooted in new ideas. By encouraging people to produce pure and practical ideas, the morale of the team members is strengthened and it causes more participation in the group. Defects in everyone's education, failure to update training courses and lack of holding in-service courses are also other effective elements in this field. Magana and et al. (2022) point out that the existence of educational strategies in teamwork makes teamwork more effective .

### **2. Negative personality traits**

The participants in the research showed special attention to the personality traits of people (employees). According to them, due to variable self-confidence and self-esteem in individuals and the lack of honesty and openness of employees, it is practically impossible to establish teamwork in the General Department of Cooperation, Labor and Social Welfare of Fars Province. Because this matter urgently calls for honesty and self-confidence and self-esteem of active people in the organization. The sum of skills and abilities in teamwork gives synergy, so a person who lacks self-confidence means someone who underestimates his abilities, this issue causes unwillingness to

participate in group work. The teamwork and self-esteem are so closely related that the findings of Kim and et al. (2022) show that teamwork increases self-esteem. Low self-esteem has a direct and meaningful relationship with unwillingness to cooperate in teamwork. Also, failure to respect the limits and red lines of communication and lack of preparation to solve problems together without blaming others will also cause anxiety in the minds and work environment, which in turn promotes the phenomenon of teamwork evasion. For example, interviewee number 2 stated : Some introverts cannot work and communicate in groups with others. Somehow it seems that extroversion is better than introversion to work with others and participate. Interviewee No. 3 said on this score: Honesty is very important not only in group and teamwork, but in all life, and someone who does not have honesty cannot succeed in the organization. The mentioned results are consistent with the results of Doroudi and et al.'s study (2018) in such a way that the personality diversity of the team (extroversion) has a positive effect on teamwork.

### **3. Poor communication and interactions**

Among other effective factors on evading teamwork, we can mention weak communication and interactions. In this context, participants have pointed to factors such as the lack of clear communication boundaries and the existence of disagreements among employees that lead to communication breakdowns. Also, individualism and lack of interest in communicating with others and lack of friendly and intimate atmosphere in the organization are also the reasons. In this regard, interviewee number 5 stated: Communication between employees is loose and uncoordinated, and this incoherence has had a very bad effect on the spirit of teamwork. I think a strong and cohesive team requires close and cohesive communication. Also, interviewee number 7 stated: An unfriendly atmosphere has formed in the organization, which has rendered people unable to work together. In my opinion, if a team wants to succeed, people should think more about the interests of the group than individual interests. Malekpour and et al. (2017) have introduced coordination and intra-group communication as a key factor in the success of working groups, in the absence of these factors the individual will avoid teamwork. Miltonnd et al. (2022) have also mentioned the relationship between

communication and the teamwork, and it can be concluded that poor communication causes unwillingness to work on a team.

#### **4. Inappropriate organizational structure**

The findings show that one of the main challenges and concerns of most of the participants was the inappropriate organizational structure in teamwork to provide services. This category includes six sub-categories: reduction of organizational commitment and attachment in employees, lack of order and time management in the organization, inappropriate goal setting and planning, weakness in documentation and feedback, existence of violations in organization and non-participation of employees in decision-making. In this regard, interviewee no. 9 stated: I think the lack of order among employees has reduced the desire and willingness to work as a team, and I think that order is a prerequisite for any work, not only teamwork, but it is inconceivable for me to work in a team where there is no sign of order. Also, the organizer number 11 said: organizing employees and different departments of the organization causes teamwork evasion. The mentioned results are consistent with the results of Mousavikia et al.'s study (2016). In this regard, Mousavi Kia and his colleagues believe that teams have replaced individuals as the main foundations of the organization and can be more efficient than the structure of organizations and traditional organizations for quick and efficient decision-making. The existence of a flat organizational structure increases the desire for teamwork, and at the same time, the amount also increases the structural layers of people away from teamwork. Akpan and et al. (2022) also point to the agile organizational structure and structural flexibility for team effectiveness, and it can be concluded that the traditional structure causes teamwork evasion.

#### **5. Inadequate knowledge and awareness of employees**

The participants have acknowledged the lack of knowledge and recognition of employees as one of the main factors in teamwork evasion. They considered elements such as lack of experience in communicating with other members and the lack of recognition of the benefits of teamwork to be important in this field. The mechanism of socialization and familiarization is used in the initial process of entering the organization (Qalipour, 2019). Also, the resistance of employees due to lack of knowledge is effective. In addition to the

mentioned cases, the lack of trust and credibility and the lack of knowledge necessary to provide teamwork, which creates a lack of awareness of one's social responsibility, also prevents employees from doing teamwork. Employees who are not fully familiar with the rules and regulations of the organization and are not aligned with the micro and macro goals of the organization also run away from teamwork. For example, the organizer number 6 stated that I think the lack of experience in communication and also the fact that the members are new makes them not willing to work as a team. Ramos-Monge and Marti-Noguera (2021) also point to the effect of knowledge of social responsibilities on teamwork, and in this regard, the effect of knowledge of social responsibilities can be used to reduce teamwork evasion .

#### **6. Lack of funds and financial resources**

One of the most important and effective factors in the phenomenon of evading teamwork is the lack of budget and financial resources of the organization, which puts employees under financial pressure. Employees without motivation and without receiving bonuses and moral rewards and lack of adequate insurance coverage do not show interest in doing things as a team. Rewards and material incentives always maintain human resources in organizations and it should be kept in mind that payment of rewards requires sufficient budget, and if sufficient budget is not available for this purpose, people's desire to work on a team will naturally decrease. Qalipour (2010) in the book on human resource management, about the importance of employee compensation, also mentions that compensation is an important factor that causes employees to continue working in organizations. Also, the organization's insufficient authority and budget and the lack of allocation of funds for equipment and technological facilities for the organization are effective in this regard. Interviewer No. 10 also admitted that: you see, when there is no allocation of funds for the organization's equipment and technological facilities, employees become discouraged on their own, and not only do they desire to work in a group, but also they get discouraged to perform the assigned tasks, or the interviewee number 4 stated that: In my opinion, the phenomenon of running away from teamwork in the organization originates from the lack of sufficient budget allocation.



### **7. Negative cultural beliefs**

Negative cultural beliefs can be mentioned among other effective factors in evading teamwork. Having a negative attitude towards teamwork and a feeling of conflict of interests causes employees to run away from teamwork and tasks. Because they see their interests in danger or do not find that work profitable. The lack of flexibility to changes and the lack of change in individual norms and values, which definitely originate from the lack of a teaching organizational culture, are also effective in this field. In this regard, interviewee No. 6 stated: The view and attitude of employees towards teamwork are negative and there is a need to break new cultural grounds in this regard. Also, the organizer number 8 stated that for the formation of teamwork, a person should prioritize group and organizational values over individual values, so that until a person does not put organizational values and priorities before individual values, teamwork will not take place. Georgiou and et al. (2021) also emphasized the influence of culture on teamwork, and this issue indicates that the impact of negative cultural beliefs causes unwillingness to work in a team. According to the results of the research, the following suggestions are set forth:

The organization's employees should be trained in problem solving skills and the necessary training should be given to them considering each person's ability in training.

It is suggested to the managers of the General Department of Cooperatives, Labor and Social Welfare of Fars Province that they increase their self-confidence and self-esteem by holding official courses and in-service courses, as well as establishing a culture of mentoring and coaching in the organization, to increase the spirit of teamwork amidst the organization's employees.

By defining the limits of communication and solving and dealing with disagreements among employees, communication breakdowns should be prevented.

By creating trust and credibility among the members of the organization and increasing the knowledge necessary to provide teamwork, the awareness of the social responsibility of the employees should be improved.

By increasing the authority and budget of the organization and sufficient insurance coverage for employees, their motivation to work in the organization and work as a team should be increased.

The members of the General Department of Cooperation, Labor and Social Welfare of Fars Province should take necessary measures with a view to changing the negative attitude towards teamwork.

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